

R.I. to Mrs. Masfield.

ADMINISTRATIVE MEMO NO. 14

January 1, 1942

TO THE DIVISION AND SECTION CHIEFS OF FBIS:

Resignation and Dismissal

All cases of suggested severance from the Service should be handled in such a way as to give fair, deliberate consideration and explanation to employees who are not to be continued. Under war regulations a statement in writing to the employee from the Director is all that is required. The following is a definition of our procedure already in operation, or to be followed:

1) No person in a supervisory position shall normally make any suggestion regarding resignation to any but his superior officers or to Mr. Moore, who normally acts for the Director in negotiations for appointment and resignation. It is obviously bad practice and destructive of morale for any supervisor to discuss such extreme dissatisfaction with any of his subordinates. It is important that all proposed resignations or recommendations for severance be made at the earliest opportunity to Mr. Moore, so that a careful review at an early stage may be made in each case.

2) Where a decision has been made on the part of a supervisor or Section Chief to recommend removal or to ask for resignation, this should be presented to Mr. Moore in the form of a written statement of the reasons for dissatisfaction.

3) It will be the practice of the Division and Section Chiefs and Mr. Moore, in cases of dissatisfaction -- quite often caused by the peculiar nature of our work -- to protect the employee's record as completely as possible by making a quiet suggestion that he voluntarily resign or obtain a transfer, thus involving no formal, negative action by the Service or any knowledge of this dissatisfaction spread among the employee's colleagues. This suggestion to the employee, however, should come from Mr. Moore, after the case is referred to him by the Division Chief, or by the Division Chief after he has discussed it with Mr. Moore. If, after an interview with Mr. Moore and, if necessary, with Mr. Leigh, the employee does not accept the wisdom of resigning voluntarily, the dismissal process shall be carried through by the Office of the Director. The Director will review definite recommendations for forced resignation and dismissal with Mr. Moore periodically, as is now the case in recommendations for appointment.

4) As the staff knows, it is the consistent policy of the Office of the Director of the Service to welcome as essential for

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good operations, the existence of an employees' organization. A large part of the activity of any employees' organization will be criticism of the operations of the Service. It is essential to protect the representatives in their capacity as critics against any act of reprisal on the part of the superior officers. This includes reprisal by failure to promote, assignment to less desirable working hours or conditions, and, of course, to dismissal. Such unfavorable actions are not only unsound as personnel practice, but are illegal under the labor laws of the Federal Government, and indeed, of industry. We need, therefore, to take every precaution to protect the freedom of employee representatives. Such freedom of action for elected representatives gives no exemption to such representatives from minimum standards of performance on their part. Careful, deliberate action to dismiss on the basis of clear evidence is the only means, in such instances, of avoiding serious misunderstanding.

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